

Human Capital Management
Social Security Administration (SSA) -
PMA initiative implementation

Key Benefit – Scorecard rating improved from red to green; exceeded annual recruitment goals; remedied skill gaps in current workforce through training program

Background

Federal Social Security management agency with an operating budget of \$450 billion in over 1,300 centers, with over 65,000 employees. SSA is currently implementing the five initiatives from the PMA.

Challenges

SSA was originally given all red ratings by OMB on the first PMA scorecard in 2001. SSA was plagued with competency gaps in key areas as well as difficulty in filling these gaps efficiently. SSA needed to improve hiring procedures and increase training and investment in personnel.

Resolution and Benefits

Implement a five-tier performance management system – began making distinctions in levels of performance by giving Recognition of Performance awards, as well as linking performance with the agency's success.

Create a Competency Assessment Process– a structured interview designed to assess whether applicants had the required competencies, and delivered redesigned entry-level training around these competencies.

Provide ongoing training – to address competency gaps in current workforce due to changing legislation and technology.